



# **Strategic Planning Guidance**

# STRATEGIC PLANNING GUIDANCE

## Introduction

In a world-class organization, achieving high quality outcomes requires a strong future orientation and a willingness to make long-term commitments to all stakeholders—customers, staff, contractors, the public, and the community or region.

Planning is the means to anticipate many types of changes in the organization, including those that may affect customers' expectations or services, technological developments, evolving regulatory requirements, changing labor market conditions, and community or regional expectations.

An organization focused on quality uses its plans, strategies, and resource allocations to reflect commitments and changes, and these are understood by everyone in the organization. As a point of clarification, a quality Workforce Investment Board organization must also deal with a number of planning functions and documents, all at the same time: a compliance plan; a strategic plan; and numerous action plans, including budget, resource sharing and cost allocation plans.

The local Workforce Investment Plan, as required by the Workforce Investment Act (WIA), is a “compliance” plan. The WIA requires its completion for a five-year time period and Missouri establishes the conditions and provisions for its modification over time. This is a product establishing written compliance with the WIA.

Strategic planning is also a future-oriented process. However, while a workforce investment plan may incorporate an explanation of the purpose of the organization, it is aimed at compliance with WIA requirements, not solely the scope and goals of the organization. Instead of compliance, the strategic plan defines the purpose and scope of an organization within which priorities are identified and broad goals are established. Such planning deals with the focus and thrust of an organization and its goals; what and how they were established, what will be done about them.

Toward the aim of increasing the focus on quality in workforce investment planning, the Missouri Training and Employment Council has prepared these strategic planning guidelines.

## Process and Requirements

The local Workforce Investment Board should prepare and submit a Strategic Plan to the Division of Workforce Development by March 15, 2002

## SECTION 1. EXECUTIVE SUMMARY

- 1.1 Define the geographic area covered by this plan (region, local, other)
- 1.2 Summarize the process used **to develop** this Strategic Plan including participation from the Workforce Investment Board and community partners, focus groups, public comment, etc.
- 1.3 Summarize the process that will be used **to deploy** this Strategic Plan throughout the workforce investment system.
- 1.4 Describe the Workforce Investment Board's strategic role in workforce development, including the vision and mission for the WIB.
- 1.5 Describe the Workforce Investment Board's vision for workforce development in the region.

## SECTION 2. ASSESSMENT OF CURRENT STATE

Note: Potential model to be used could be the Performance Excellence “Box” (as attached) but other assessment and process mapping tools and resources are available.

- 2.1 Based upon available labor market and other economic data, summarize your local economic climate. Does current labor market information provide the Workforce Investment Board with the data necessary to describe and assess the region? Consider the following:
  - 2.1.A What existing economic sectors are predicted to grow?
  - 2.1.B What sectors are predicted to decrease?
  - 2.1.C What additional sectors are targeted for attraction, growth or development?
  - 2.1.D What occupations are predicted to increase in demand?
  - 2.1.E What is the region's current ability to address the demand?
- 2.2 Define the region's Workforce Investment System as it is today. Consider the following when developing a response:
  - 2.2.A Within the major customer groups, Job-seekers and Employers, define and prioritize the region's major customer segments.

**Note** –Job seekers may be divided into segments such as youth/emerging, transitional (dislocated, unemployed, welfare), incumbent, etc.

**Note** – Employers may be segmented by large, medium, small, by industry, start-ups, etc.

- 2.2.B What are customer requirements of the Workforce Investment System? Are there common requirements across the customer Base? What are they? Are there differences across the customer Base? What are they?
- 2.2.C What are the Workforce Investment services currently provided in the region's delivery system?
- 2.2.D Who are the current key suppliers (funders, adult literacy providers, technical trainers, youth program operators, etc.) in the region?
- 2.2.E What are the Workforce Investment Board's requirements of current suppliers?
- 2.2.F What are the current supplier's requirements of the Workforce Investment Board?
- 2.2.G How will the Workforce Investment Board incorporate existing occupational/academic standards and credentialing system into the region's workforce investment system, where appropriate?
- 2.3 Describe the current state of the region's workforce (if available, you may want to include high school graduation rates, college degrees, literacy rates, welfare caseload, other employment statistics, etc. or you may wish to supplement with other information, objective or subjective, gained through executive interviews, focus groups or other methods).
- 2.4 What are the current systems that provide, support, encourage and promote life-long learning through continuous acquisition of skill enhancements and knowledge?
- 2.5 What are the workforce training demands of the identified growth and/or targeted economic sectors of your region?
- 2.6 How will the Workforce Investment Board access services from existing education and training providers to address the workforce training demands of the region?
- 2.7 Describe workforce development services/activities for youth in the region.
- 2.8 Describe workforce development services/activities for incumbent workers in the region (Please see Attachment A for points to consider).
- 2.9 What are the current worker support services in the region (transportation, child care, drug & alcohol treatment)?
- 2.10 Describe the extent to which community partners (community-based organizations, organized labor, private industry, public agencies, faith-based organizations, educational institutions) are involved in developing a workforce investment strategy and aiding with its implementation.

## SECTION 3. DESIRED STATE – FUTURE (3-YEARS)

**Note:** While the Strategic Plan is for at least 3-years, the WIB(s) should project beyond this timeline whenever possible/desirable.

3.1 Summarize the region’s projected local economic climate (labor market and other economic information). Consider the following:

3.1.A What existing economic sectors are predicted to grow?

3.1.B What existing economic sectors are predicted to decrease?

3.1.C What economic sectors will be targeted for attraction?

3.1.D What economic sectors are targeted for incubation?

3.1.E What occupations are predicted to increase in demand?

3.1.F What is the region’s current ability to address the demand?

3.2 Define the desired state for the region’s Workforce Investment System 3-years from now. Consider the following when developing a response.

Please describe what the desired customer base will be within the major customer groups, job seekers and employers, define and prioritize your area’s major customer segments.

**Note** – Job seekers may be divided into segments such as youth/emerging, transitional (dislocated, unemployed, welfare), incumbent, etc.

**Note** – Employers may be segmented by large, medium, small, by industry, start-ups.

3.2.A What will be the customer’s requirements of the Workforce Investment System? Will there be differences in requirements from one segment to another? What will those differences be?

3.2.B What will be the Workforce Development related services provided in the region’s delivery system – new services, expanded services, discontinued services?

3.2.C Who will be the key suppliers (funders, adult literacy providers, technical trainers, youth program operators, etc.) in the region?

3.2.D What will be the Workforce Investment Board’s requirements of future suppliers?

3.2.E How will the Workforce Investment Board address occupational/academic standards and credentialing system in the workforce investment system, where appropriate?

- 3.3 What does the Workforce Investment Board see as the projected systems that will provide, support, encourage and promote life-long learning through continuous acquisition of skill enhancements and knowledge?
- 3.4 What will be the workforce training demands of the predicted growth and/or targeted economic sectors of your region?
- 3.5 How will the Workforce Investment Board ensure that education and training providers address the workforce training demands of the region?
- 3.6 What does the Workforce Investment Board see as the workforce development services/activities for youth in the region?
- 3.7 What does the Workforce Investment Board see as the workforce development services/activities for incumbent workers in the region?
- 3.8 What does the Workforce Investment Board see as the projected worker support services in the region (transportation, child-care, drug & alcohol treatment)?
- 3.9 Describe the extent to which community partners (community-based organizations, organized labor, private industry, public agencies, faith-based organizations, educational institutions) will be involved in developing a workforce investment strategy and aiding with its implementations.

#### **SECTION 4: IDENTIFYING ECONOMIC/WORKFORCE GAPS AND BARRIERS**

- 4.1 What are the gaps between the current requirements of key customers today and the services available today? Please consider the following:
  - 4.1.A What are the primary workforce issues facing the region today?
  - 4.1.B What are the information gaps, data gaps such as labor market, economic data, high school graduation rates, college degrees, literacy rates, other employment statistics, etc.?
  - 4.1.C What suppliers will be needed to fill the gaps? Where will you find these suppliers?
  - 4.1.D What are the continuous improvement gaps for the region's workforce development infrastructure including the Career Center sites and system?
  - 4.1.E What are the gaps to meet the need of area youth?
  - 4.1.F What are the gaps to meet the needs of incumbent workers?

- 4.1.G What are the gaps in worker support services (i.e., day care, transportation, drug and alcohol treatment)?
- 4.2 What are the major gaps/barriers between the current state and the desired state? Please consider the following:
  - 4.2.A What are the major workforce issues that the region needs to face to achieve the desired state?
  - 4.2.B What are the information gaps, data gaps such as labor market, economic data, high school graduation rates, college degrees, literacy rates, other employment statistics, etc.?
  - 4.2.C What suppliers will be needed to fill the information gaps? Where will the Workforce Investment Board find these suppliers?
  - 4.2.D Identify the community partners that need to be involved in closing the gaps identified?
  - 4.2.E What are the continuous improvement gaps for the region's workforce development infrastructure, including the Career Center sites and system?
  - 4.2.F What are the gaps to meet the needs of youth?
  - 4.2.G What are the gaps to meet the need of incumbent workers?
  - 4.2.H What are the gaps in worker support services (day-care, transportation, drug and alcohol treatment)?
- 4.3 What are the gaps on performance measurement?

## SECTION 5. CLOSING ECONOMIC/WORKFORCE GAPS

- 5.1 Given the identification of the gaps, what are the gaps to be closed in order of priority, identifying those to be addressed in the first three years? If there are gaps that the Workforce Investment Board feels cannot be addressed for any reason, briefly describe those reasons.
- 5.2 For each gap identified above, provide the strategy for closing the gap. Consider the following:
  - 5.2.A Resources (financial, programmatic, suppliers, and other resources) that community partners can contribute to the effort of closing the gaps and how the Workforce Investment Board will work with its community partners to secure this commitment of resources.

- 5.2.B Staffing levels and professional development requirements are needed to close the gaps.
- 5.2.C Technology requirements needed to close the gaps.
- 5.2.D Who is responsible and accountable for the action? What role should/will the Workforce Investment Board play in this strategy?
- 5.2.E Explain the timetable for addressing the gaps.
- 5.2.F What are the key **customer issues** associated with closing this gap?
- 5.2.G What are the key **leadership issues** associated with closing this gap?
- 5.2.H What are the key **process issues** associated with closing this gap?
- 5.2.I What are the key **people issues** associated with closing this gap (i.e., employees' fear of change, employees' fear of dislocation, staff retraining)? How will the Workforce Investment Board address these fears?
- 5.2.J How will the Workforce Investment Board know to what degree it has been successful at closing the gap? (i.e., how will the WIB measure success?)

## SECTION 6. CRITICAL MEASUREMENTS OF SUCCESS/CONTINUOUS IMPROVEMENT

- 6.1 How will the Workforce Investment Board align the Title I Operational Plan with the strategic vision?
- 6.2 How will the services from community partners support the strategic vision of the region?
- 6.3 How will the Workforce Investment Board encourage more cohesion between community, economic, and workforce development strategies?
- 6.4 How will consortia of firms and community partners be used to encourage cohesion within the workforce investment system?
- 6.5 How will the Workforce Investment Board ensure fact-based decision making and systematically evaluate and improve the performance effectiveness and efficiency of the Workforce Development System?
- 6.6 How will the Workforce Investment Board encourage the reallocation of resources from non-demand to demand occupation and learning needs?
- 6.7 How will the Workforce Investment Board engage community leaders and citizens in identifying and responding to the region's workforce issues?

- 6.8 What is the evidence of community consensus about the identified priority workforce issues?
- 6.9 Describe the process to be used by the Workforce Investment Board to evaluate the Strategic Plan (on a semi-annual basis), make adjustments, and gather consensus from community partners regarding these adjustments.

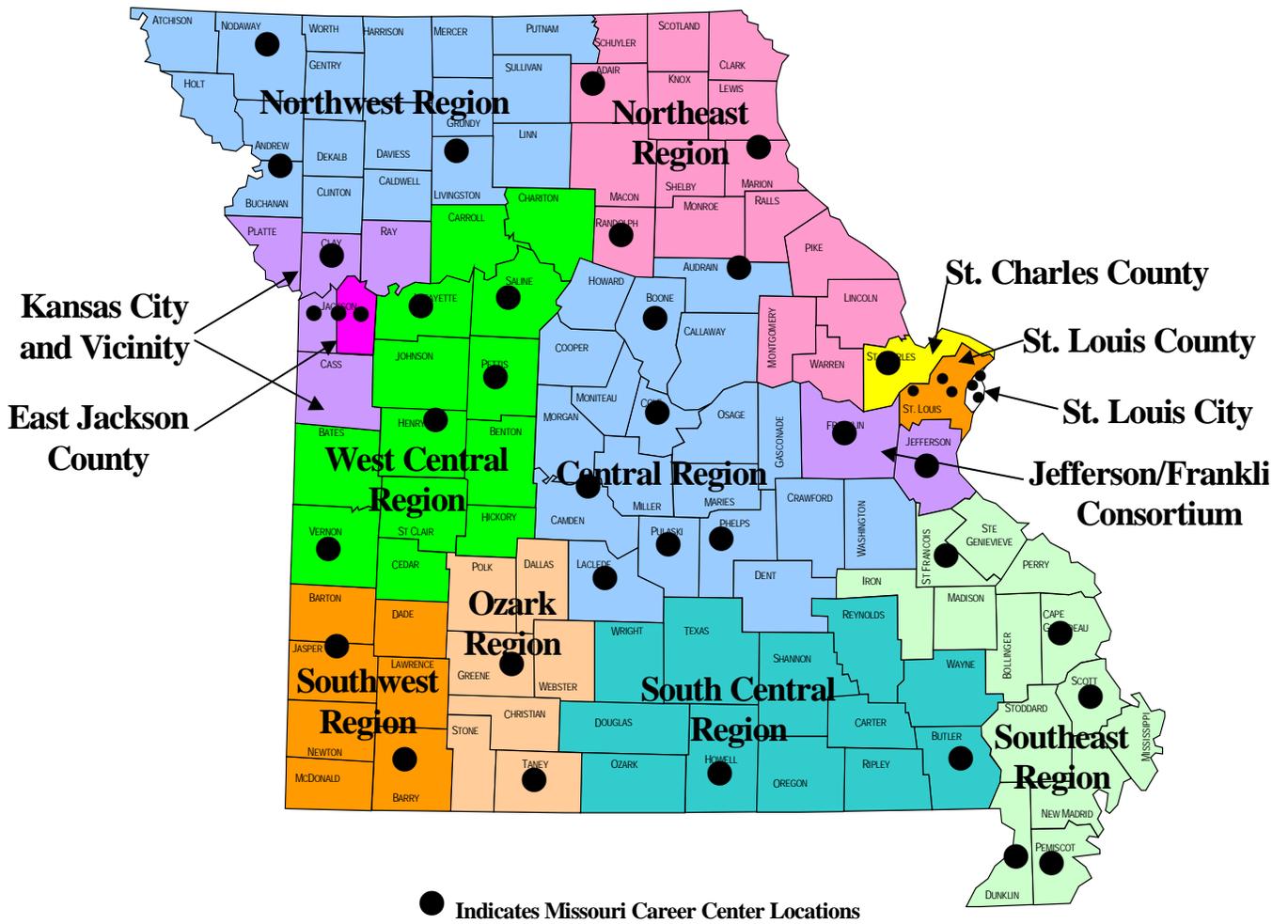
## ATTACHMENT A

Points for the Workforce Investment Board to consider when developing an incumbent worker segment of the Strategic Plan.

1. How will the Workforce Investment Board encourage worksite-based training needs assessment and encourage the delivery of incumbent worker training services in the region (i.e., training consortia)?
2. Describe how incumbent worker initiatives fit in with the overall strategic plan and the other categories of services. (For example: Consider an extended training program that provides a continuum of services from dislocated worker or “work preparation” status to employment capable of sustaining a family?)
3. How will the Workforce Investment Board ensure that the needs of the economic development community are incorporated into the design of incumbent worker services?
4. How will the Workforce Investment Board encourage coordination among multiple funding streams to address incumbent worker needs?

# ATTACHMENT B

## WORKFORCE INVESTMENT AREA REGIONS



## RESOURCES FOR ADDITIONAL INFORMATION

### PUBLICATIONS

A Guide for Advancing Leadership Strategies: A Regional Approach for Building the Leadership Capacity of State and Local Workforce Boards. National Institute for Workforce Excellence, January 2001.

Developing a Community Vision: A Case Study of the Charlotte-Mecklenburg Workforce Board and its Five-Year Strategic Plan, Workforce Board Development Series, October 2000, The National Association of Workforce Boards, Washington D.C.

Establishing a Partnership and a Local Partners Table: A Framework for Integrated Service Delivery Partners for Workforce Development. The New York Association of Training and Employment Professionals, New York Regional Office, U.S. Department of Labor, Lori Strumpf Associates, February 2001.

Target Missouri II: A Regional Approach to Economic Development. Research and Planning Group of the Missouri Department of Economic Development.

The Practice of State and Regional Planning. The American Planning Association, in collaboration with the International City Management Association. Chicago, 1986.

### INTERNET RESOURCES

<a href="http://www.usworkforce.org">www.usworkforce.org</a>	U.S. Department of Labor, Employment and Training Administration
<a href="http://www.WIBleadership.com">www.WIBleadership.com</a>	National Leadership Institute for Workforce Excellence
<a href="http://www.workforceatm.org">www.workforceatm.org</a>	National Association of State Workforce Agencies
<a href="http://www.naswa.org">www.naswa.org</a>	National Association of State Workforce Agencies
<a href="http://www.nawb.org">www.nawb.org</a>	National Association of Workforce Boards
<a href="http://www.ecodev.state.mo.us/wfd">www.ecodev.state.mo.us/wfd</a>	Missouri Department of Economic Development, Division of Workforce Development
<a href="http://www.workforce-excellence.net">www.workforce-excellence.net</a>	Workforce Excellence Network